

## APPENDIX B

### CIPMS PRIMARY GRADING STANDARD FOR GENERAL SCHEDULE POSITIONS

#### Part 1. INTRODUCTION

The CIPMS Primary Grading Standard for General Schedule Positions is a standard for assigning grades in the classification of all positions, GS-1 through GS-18.

A. The nonsupervisory grading standard in Part 2 uses five factors to grade positions by measuring the position's worth in the following areas:

1. FACTOR A - Essential Knowledges - The kind or nature of knowledge, experience, or education needed to accomplish the assigned work.
2. FACTOR B - Guidelines - The references used for performing the work, the judgment and originality required to apply the references or develop new guides.
3. FACTOR C - Scope of Authority and Effect of Decisions - The purposes, scope, and effect of the work.
4. FACTOR D - Work Relationships - The people, conditions, and reasons for which contacts are made as well as the skill needed to accomplish work through person-to-person activities.
5. FACTOR E - Supervision Received - The reamer in which the work is assigned, carried out, and reviewed.

B. The supervisory standard in Part 3 is the method for assigning grade levels to both supervisory and managerial positions. This standard also uses five factors to grade positions by measuring the position's worth in the following areas:

1. FACTOR A - Guidelines - The references used for performing the work, the judgment and originality required to apply the references or develop new guides.
2. FACTOR B - Scope and Variety of Operations - Workload and variety of work supervised.
3. FACTOR C - Work Relationships - The people, conditions, and reasons for which contacts are made as well as the skill needed to accomplish work through person-to-person activities.
4. FACTOR D - Supervision Exercised - The degree of both technical and administrative supervision over the subordinate staff.
5. FACTOR E - Size of Work Force Supervised - Line and staff positions comprising the subordinate staff.

#### C. General Guidelines

1. Each factor degree description serves as a reference point with corresponding point values for each degree. The factor degree descriptions are representative but not inclusive.

2. Point values for any factor may be adjusted based on sound management and position classification judgment. The total point score is translated to each GS grade from 1 through 18 by use of the applicable Grade Conversion Table. This method encourages uniformity of approach and allows the greatest management flexibility.

3. Supplementing Occupational Guides define coverage, titles, grade bands for the covered career ladders and the skill areas and performance levels typically found in those grade bands. They may also contain specific classification guidance such as bench mark job descriptions or specific factor degree descriptions. CIPMS Guides may not supersede the CIPMS Primary Grading Standard.

4. Grade bands differ by the type of work and qualification requirements typical of the various occupations or specialties. Each band consists of two or more grades commonly found within the career ladder for any occupation or specialty. Grade bands do not establish targets for all positions. Rather, they represent occupational grade levels that may be allowable, based on the work assigned to the position, the needs of that organization, and established position management requirements. The grade bands for CIPMS-wide career paths are shown on the applicable Grade Conversion Tables and shown by chart on page B-21. They represent a tool to check consistency between series, occupations, and Departments and are also listed below.

a. Clerical Specialties (e.g. Clerk-Typists, Lower Level Secretaries, Work Processors, Voucher Examiners, File Clerks, etc.)

(1) Band 1 (GS-1 through GS-4) Entry Level

(2) Band 2 (GS-5 through GS-9) Full Performance Level

b. Technician and Assistant Specialties (e.g. Engineering and Science Technicians, Computer Technicians, Intelligence or Security Assistants, Personnel and Budget Assistants, Computer Operators, etc.)

(1) Band 1 (GS-2 through GS-4) Entry Level

(2) Band 2 (GS-5 through GS-9) Full Performance Level

(3) Band 3 (GS-10 through GS-13) Expert Level

c. Professional and/or Administrative Specialties (e.g. Engineers, Scientists, Budget, Supply, and other analysts and/or specialists)

(1) Band 1 (GS-1 through GS-4) Pre-Professional

(2) Band 2 (GS-5 through GS-9) Entry or Developmental Level

(3) Band 3 (GS-10 through GS-13) Full Performance Level

(4) Band 4 (GS-14 through GS-15) Expert Level

(5) Band 5 (GS-16 through GS-18) Senior Expert

5. Terminology used throughout all classification guides is sometimes misinterpreted. The following definitions are provided to ensure consistent application

and interpretation. These are not all inclusive; exceptions, such as joint organizations, must be evaluated in terms of alignment with the following definitions:

- a. Activity - Separate organizational component at various levels of command within a Department.
- b. Program - Long-term endeavor with many related projects and dedicated resources.
- c. Project - Short-term endeavor that supports a long-term program.

## Part 2 NONSUPERVISORY POSITIONS

The following are the Factor and Degree Descriptions for Nonsupervisory CIPMS Positions.

A. FACTOR A - ESSENTIAL KNOWLEDGES: This factor measures the nature and extent of information or facts that employees must understand to do acceptable work (e.g., step, procedures, practices, rules, policies, theories, principles, and concepts) and the nature and extent of the skills needed to apply these knowledge.

### DEGREE A-1 - 5 POINTS

Knowledge of simple, routine, or repetitive tasks or operations that typically includes following step-by-step instructions and requires little or no previous training or experience; and skill to operate simple equipment requiring little or no previous training or experience.'

### DEGREE A-2 - 15 POINTS

Knowledge of basic or commonly used rules, procedures, or operations that typically requires some previous training or experience; and basic skills to operate equipment requiring some previous training or experience, such as keyboard equipment, reproduction equipment, etc.

### DEGREE A-3 - 20 POINTS

Knowledge of a body of standardized rules, procedures, or operations requiring considerable training and experience to perform the full range of standard clerical and non-clerical assignments and resolve recurring problems; and the skill, acquired through considerable training and experience, to operate and adjust varied equipment for purposes such as performing numerous standardized tests or operations.

### DEGREE A-4 - 30 POINTS

Knowledge of an extensive body of rules, procedures, or operations requiring extended training and experience to perform a wide variety of interrelated or non-standard procedural assignments and resolve a wide range of problems; and practical knowledge of standard procedures in a technical field, requiring extended training or experience, to perform such work as: adapting equipment when this requires considering the functioning characteristics of equipment; interpreting results of tests based on previous experience and observations (rather than directly reading instruments or other measures); or extracting information from various sources when this requires considering the applicability of information and the characteristics and quality of the sources.

### DEGREE A-5 - 40 POINTS

Knowledge (such as would be acquired through a pertinent baccalaureate educational program or its equivalent in experience, training, or independent study) of basic principles, concepts, and methodology of a professional or administrative occupation and skill in applying this knowledge in carrying out elementary assignments, operations, or procedures; and/or in addition to the practical knowledge of standard procedures in Degree A-4 above, practical knowledge of technical methods to perform assignments such as carrying out limited projects which involve use of specialized, complicated techniques.

#### DEGREE A-6 - 60 POINTS

Knowledge of the principles, concepts, and methodology of a professional or administrative occupation as previously described that has been supplemented either by: (a) skill gained through job experience to permit independent performance of recurring assignments, or (b) expanded professional or administrative knowledge gained through relevant graduate study or experience, which has provided skill in carrying out assignments, operations, and procedures in the occupation that are significantly more difficult and complex than those covered by degree A-5; or (c) practical knowledge of a wide range of technical methods, principles, and practices similar to a narrow area of a professional field and skill in applying this knowledge to such assignments as the design and planning of difficult, but well-precedented projects.

#### DEGREE A-7 - 80 POINTS

Knowledge of a wide range of concepts, principles, and practices in a professional or administrative occupation, such as would be gained through extended graduate study or experience and skill in applying this knowledge to difficult and complex work assignments; and/or a comprehensive, intensive, practical knowledge of a technical field and skill in applying this knowledge to the development of new methods, approaches, or procedures.

#### DEGREE A-8 - 95 POINTS

Assignments require a mastery of one or more professional or administrative-fields. The expert applies experimental theories and new developments to problems not susceptible to treatment by accepted methods; makes decisions or recommendations significantly changing, interpreting or developing important policies and programs.

#### DEGREE A-9 - 115 POINTS

Assignments at this level require a mastery of a professional or administrative field in order to generate and develop new hypotheses and theories. The expert is a leading authority in the specialty not only within the Department or joint organization but also throughout the Defense establishment and the Intelligence Community.

**B. FACTOR B - GUIDELINES:** This factor measures the nature of the guidelines used (e.g., regulations, procedures, precedents) methods, techniques and other guidelines that govern the work) and the degree of interpretation required of these references, including the elements of judgment and originality.

**DEGREE B-1 - 10 POINTS**

Specific, detailed guidelines covering all important aspects of the assignment are provided to the employee. The employee works in strict adherence to the guidelines; deviations must be authorized by the supervisor.

**DEGREE B-2 - 25 POINTS**

Procedures for performing the work are established and a number of specific guidelines are available. The number and similarity of guidelines and work situations require the employee to use judgment in locating, selecting, and applying the most appropriate guidelines, references, and procedures for application and in making minor deviations to adapt the guidelines in specific cases. Adaptability and versatility are required to meet-changing work situations.

**DEGREE B-3 - 50 POINTS**

Guidelines are available, but are not completely applicable to the work or have gaps in specificity. The employee uses judgment in interpreting and adapting guidelines such as the Activity policies, regulations, precedents and work directions for application to specific cases or problems. The employee analyzes results and recommends changes.

**DEGREE B-4 - 70 POINTS**

Administrative policies and precedents are applicable but are stated only in very general terms. Guidelines for performing the work are scarce or of limited use. The employee uses initiative and resourcefulness in deviating from traditional methods or researching trends and patterns to develop new methods, criteria, or proposed new policies.

**DEGREE B-5 - 95 POINTS**

Guidelines are broadly stated and nonspecific; e.g., broad policy statements and basic legislation that require extensive interpretation. The employee must use judgment and ingenuity in interpreting the intent of guides that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as an authority in the development and interpretation of guidelines.

**DEGREE B-6 - 115 POINTS**

Guidelines are virtually non-existent. Precedents are obscure or not available. Originality, creativity, and/or long-term experience are required to deal with or to plan theoretical, experimental, or complex programs of such advanced and novel character that new concepts and methodology must be developed. Develops definitive plans and heads pioneering efforts to solve problems that require an extension of theory.

c. FACTOR C - SCOPE OF AUTHORITY AND EFFECT OF DECISIONS: This factor covers the relationship between (1) the nature of the work (e.g., purpose, breadth, and depth of assignments) and (2) the effect of the work products or services both within and outside the organizational element. Effect also **measures** such things as whether the work output facilitates the work of others, provides timely service of a personal nature, or impacts on the adequacy of research conclusions.

DEGREE C-1 - 15 POINTS

Employee takes or **recommends** actions on routine assignments or portions of special assignments where errors in decisions or **commitments** can be readily detected and corrected. The primary consequence of error is localized loss of time.

DEGREE C-2 - 30 POINTS

Employee makes decisions on the application of established procedures and initiates actions that affect various organizational units. Errors in decisions or commitments are not immediately apparent but are revealed in subsequent operations. An error may result in loss of time in other organizational units.

DEGREE C-3 - 50 POINTS

Employee makes decisions based on the interpretation of regulations and practices and initiates actions that affect various organizational units. Commitments that do not involve interpretation of policy or the setting of precedents may have an adverse effect upon the activities of the assigned element. Errors could prove costly in terms of delay and waste of time and resources within the element.

DEGREE C-4 - 70 POINTS

Employee makes decisions and initiates actions that involve the interpretation of policy or the setting of precedents. **Makes** authoritative determinations and advises on technical problems. Decisions and **commitments** often involve large expenditures of resources and have a strong impact on important programs.

DEGREE C-5 - 90 POINTS

Employee makes recommendations and decisions that materially affect the scope and direction of large and complex programs of Activity significance, or technical and scientific activities of crucial importance to the Activity's mission. Commitments may result in the initiation of major programs or the cancellation or modification of existing major programs.

DEGREE C-6 - 110 POINTS

Employee **m**akes recommendations and decisions that directly affect achievement of the Department and/or joint organization's overall mission and may result in major policy changes that affect not **only** the Department and/or joint organization, but others as well. Employee has authority, limited only by governing policy and precedents, to **commit** the Department and/or joint organization to a course of action that is directly related to its overall mission.

D. FACTOR D - WORK RELATIONSHIPS: This factor includes contacts with persons not in the supervisory chain, and is based on what is required to make the initial contact, the difficulty of communicating with those contacted, and the degree to which the employee and those contacted recognize their relative roles and authorities. Purpose of the contacts ranges from factual exchanges of information to situations involving significant or controversial issues and differing viewpoints, goals, or objectives.

DEGREE D-1 - 5 POINTS

Person-to-person work relationships are required but are of an incidental nature and do not constitute a significant part of the work.

DEGREE D-2 - 15 POINTS

Person-to-person work relationships are a regular and necessary part of the job and are for the purpose of giving or obtaining factual information that is easy to convey and simple to understand.

DEGREE D-3 - 35 POINTS

Person-to-person work relationships are for the purpose of giving or obtaining information on problems where some explanation or interpretation of facts is required in order to render service, implement regulations and policies, or maintain coordination.

DEGREE D-4 - 55 POINTS

Person-to-person work relationships are for the purpose of giving or obtaining information on non-routine problems requiring not only explanation or interpretation of facts but also discussion of implications and inferences in order to gain concurrence or persuade to action.

DEGREE D-5 - 75 POINTS

Person-to-person work relationships are for the purpose of discussing policy matters and ☐ major changes in program emphasis in order to provide authoritative advice on their effect and feasibility, to gain necessary cooperation and support, or to persuade to action.

DEGREE D-6 - 95 POINTS

Person-to-person work relationships are for the purpose of securing acceptance or indispensable support of, or explaining and defending, policies and programs that represent the most controversial or crucial phases of the Department and/or joint organization's programs. Personal contacts are typically with high-ranking officials at national or international levels, with executives of large industrial firms or with specific policy makers and senior staff of other Departments and/or joint organizations or the Intelligence Community.



E. FACTOR E - SUPERVISION RECEIVED : This factor covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee's responsibility, and the methodology for reviewing completed work.

DEGREE E-1 - 5 POINTS

The supervisor makes specific assignments that are accomplished by clear, detailed, and specific instructions. As the employee gains familiarity with the work, instructions are not detailed for repetitive tasks, but the employee's responsibilities remain clearly defined. The employee works as instructed and consults with the supervisor as required on matters not covered in the original instructions. The supervisor maintains control through review of the work for such things as accuracy, adequacy, and adherence to instructions and established procedures.

DEGREE E-2 - 20 POINTS

The supervisor maintains control over work through checking for accuracy, adequacy, and adherence to instructions. Instructions given to the employee are well defined, but the employee may recommend modifications to these instructions if the assignment is new, difficult, or unusual. The employee carries out routine assignments but unforeseen problems and unusual situations may be referred to the supervisor for help or decisions.

DEGREE E-3 - 35 POINTS

The supervisor makes assignments by defining objectives, priorities, and deadlines and assists the employee with unusual situations that do not have clear precedents. The employee plans and carries out successive steps and handles problems and deviations in the work assignment in accordance with instructions, previous training, or accepted practices in the occupation. Finished work is reviewed for accuracy, quality, and compliance with more complex instructions and guidelines.

DEGREE E-4 - 55 POINTS

The supervisor sets the overall objectives and resources available. The employee and supervisor, in consultation, develop the deadlines and projects. The employee is responsible for planning and carrying out the assignment, resolving most of the conflicts that arise and interpreting policy in terms of established objectives. The supervisor is kept informed of progress and any controversial matters. Finished work and methods are reviewed for accuracy and effectiveness and for compliance with complex instructions and guidelines.

DEGREE E-5 - 75 POINTS

The supervisor generally provides only administrative direction, with assignments made in terms of broadly defined missions or functions. The employee has responsibility for planning, designing, and carrying out programs, projects, studies, or other work independently. The supervisor is kept informed of significant developments. Completed work is reviewed only from an overall standpoint in terms of feasibility, compatibility, effectiveness, or expected results and for its contribution to the overall project or program.

DEGREE E-6 - 95 POINTS

Assignments are made in terms of overall activity missions and policies. The employee selects objectives, plans, and methods independent of any review. Delegated authority is complete. Broad policy questions or major problems of coordination are resolved in conference with advisors and/or personnel of other

Activity elements. Recommendations for new projects and alterations of objectives are usually evaluated for such considerations as availability of funds and other resources, broad program goals, or national priorities. Results of completed work are considered as technically authoritative and are normally accepted without significant change.

DEGREE E-7 - 115 POINTS

The employee is often the most authoritative professional in a particular field within the Department and/or joint organization. The work is generally considered to be pioneering in a particular-specialty. Supervision is virtually nonexistent. The independence of action inherent at this level is hampered only by the constraint of availability of funds and other resources and/or major program goals and national priorities.

**CIPMS GRADE CONVERSION TABLE  
FOR NON-SUPERVISORY POSITIONS**

This table is for use in converting total point values assigned by application of the standard to all non-supervisory positions from grades GS-1 through GS-18.

<u>TOTAL POINTS</u>	<u>GS GRADE LEVEL</u>	<u>BAND DESCRIPTION</u>
0 - 19	1	Entry Level for Technician and Clerical Bands and Pre-Professional Level for Professional and Administrative Band
20 - 29	2	
30 - 44	3	
45 - 79	4	
80 - 104	5	Full Performance Level for Technician and Clerical Bands and Entry Level for Professional and Administrative Band
105 - 129	6	
130 - 159	7	
160 - 179	8	
180 - 204	9	
205 - 224	10	Expert Level for Technician Band and Full Performance Level for Professional and Administrative Band
225 - 244	11	
245 - 294	12	
295 - 339	13	
340 - 379	14	Expert Level for Professional and Administrative Band
380 - 424	15	
424 - 469	16	Senior Expert Level for Professional and Administrative Band
470 - 514	17	
515 - 600	18	

### Part 3. SUPERVISORY POSITIONS

The following are the Factor Degree Descriptions' for Supervisory CIPMS Positions.

A. Factor A - Guidelines. This factor measures the degree to which judgment and originality play a role in the supervisor's assignment. It is the availability and strict adherence to guidelines or the total lack of them that gauges the level of independent judgement and initiative in a supervisory position.

#### DEGREE A-1 - 15 POINTS

Works in strict adherence to guidelines; and deviations must be authorized by immediate supervisor.

#### DEGREE A-2 - 35 POINTS

Works in adherence to guidelines but may utilize some independent discretion in locating and selecting the most appropriate guidelines or reference.

#### DEGREE A-3 - 55 POINTS . "

Utilizes judgment, resourcefulness, and initiative in adapting and applying guidelines. Is responsible for analyzing results and recommending changes to deal with the more difficult or unusual assignments.

#### DEGREE A-4 - 75 POINTS

Guidelines exist but judgment and ingenuity in interpreting the intent of these guides is required. May be required to make major or novel adaptations to existing guides in order to accomplish the mission of the element.

#### DEGREE A-5 - 95 POINTS

Guidelines at this level have only limited application in the most significant areas of work. Exercises a very high degree of originality and sound judgment in formulating, evaluating, and monitoring the organization's programs. When new concepts and/or technologies are developed, there are no precedents and/or guidelines on which to base or predict expected results and none that can be used to develop appropriate criteria, methods, procedures, and techniques. Exercising judgment and ingenuity in guiding personnel in the analysis of these unique problems and in developing new and improved techniques and methods for the organization's mission are inherent in a position at this level.

#### DEGREE A-6 - 115 POINTS

The only available guidelines are broad statements of policy. Precedents are obscure or non-existent. A supervisor at this level has full and final technical responsibility for the work of the organization. Is responsible for developing plans and programs that sometimes are in advance of pioneering efforts requiring a great deal of ingenuity and originality to develop applications in specific areas of the organization's mission.

B. FACTOR B - SCOPE AND VARIETY OF OPERATIONS: This factor is intended to measure the extent to which size, workload, and variety of functions of the organization supervised contribute to the difficulty of the supervisor's position.

DEGREE B-1 - 25 POINTS

Responsible for supervising the day-to-day work of an element in which the operations are well defined and work methods are firmly established. Only one kind of work is normally represented. Supervisor directs work-flow, guides employees in the application of established procedures, assigns new or additional work when required, trains new employees, and initiates personnel actions. Reviews work in progress or upon completion for compliance with instructions and overall quality.

DEGREE B-2 - 65 POINTS

Responsible for planning and supervising the work of an element or work center for which the programs and objectives are clearly defined and the organizational structure fully established. More than one kind of work may be present, requiring an additional body of knowledge. Moderate variations in workload may be imposed on the supervisor due to cyclic fluctuations. Incumbent plans work flow and makes work assignments, adjusting work loads and adapting or modifying procedures to alleviate backlogs or delays. Reviews completed work for technical adequacy and for compliance with instructions. Is responsible for the quality and quantity of finished work.

DEGREE B-3 - 95 POINTS

Responsible, directly or through subordinate supervisors, for organizing, planning and directing the work program of an element for which program objectives and limitations are established. At this level of supervision, a greater variety of work and activities requiring frequently shifting work assignments and diversified occupational specialties exists. May be required to alter the organizational structure of the element and work methods to meet changes in requirements and shifts in workload. Assigns and reassigns personnel and consults with superiors on major technical and administrative problems. Is responsible for the effective use of assigned personnel and for the quality and quantity of work produced.

DEGREE B-4 - 125 POINTS

Responsible for directing and coordinating diverse work programs through intermediate levels of supervision. Within the framework of policy, determines organizational structure and approves work plans and methods. At this level, additional supervisory problems may exist such as subordinates located in widely separated locales; constantly changing assignments and deadlines; frequent, often abrupt and unexpected, changes in work assignments and goals; a wide variety of occupations, each very distinct in and of itself; or supervision of shift operations; i.e., activities that are carried out through two or more shifts. Work at this level requires the supervisor to be constantly adjusting to the unpredictable consequences of added pressure. Is responsible for the efficient and economical management of personnel and material resources.

DEGREE B-5 - 150 POINTS

Responsible for executing a primary mission of the Activity by managing and administering a group of major work programs. Is fully accountable for the economy and efficiency of operations, for compliance with U.S. and Activity policy, and for attainment of program goals and objectives. The variety and

nature of the work supervised is often at the technical frontiers of not only the Activity but the Intelligence Community.

c. FACTOR C - WORK RELATIONSHIPS : This factor deals with considerations of the difficulty of attaining work goals and objectives through personal contacts both within and outside the Activity and the nature, frequency, and purpose of person-to-person work relationships that are required by the duties of the position.

DEGREE C-1 - 15 POINTS

Contacts are with personnel in the supervisor's immediate element and are highly structured situations of an incidental nature and do not play any role in overall performance.

DEGREE C-2 - 35 POINTS

Person-to-person work relationships are required but are not essential in the overall daily performance. Contacts at this level would normally be within the supervisor's organization to explain changes in work patterns or to explain deviations in work processes or methods. Occasional coordination with other elements having a similar mission relationship may occur if guidelines or instructions require joint coordination to avoid backlogs or delays.

DEGREE C-3 - 55 POINTS

Contacts are a regular and necessary part of the function and are generally to clarify or give facts or information in which the subject matter requires some interpretation. At this level, most contacts are within the supervisor's own assigned organization; however, occasional contacts may be with external organizations whose missions differ considerably from the supervisor's element.

DEGREE C-4 - 75 POINTS

Daily contact is required with personnel in a wide variety of Activity elements having mission-related activities and occasionally with operating personnel within the Intelligence Community. Purpose of contacts is to resolve non-routine problems affecting the overall activities of the element. At this level, must be able to persuade or influence others to gain concurrence on major issues that affect the supervisor's element.

DEGREE C-5 - 95 POINTS

Person-to-person work relationships are for the purpose of justifying, demanding, negotiating, or settling matters involving significant or controversial issues. Contacts are generally with high ranking officials both within and outside the Activity. The supervisor is expected to provide authoritative advice and guidance, to be spokesman for the organization, and be able to win support for the organization's programs.

DEGREE C-6 - 115 POINTS

Person to person work relationships are to negotiate or solve issues relating to the most significant programs of the Activity. Must defend extremely controversial or critical long range plans of the Activity. These contacts would be at the highest levels of the Activity, with ranking officials of other Government Agencies, or with executives of corporations having dealings with the Activity.

D. FACTOR D - SUPERVISION EXERCISED: This factor measures the degree to which the supervisor is actually responsible for the various facets of technical and administrative supervision; his or her involvement in such things as planning and organization, work assignment, and review and the exercise of supervisory personnel functions. This is, in effect, an expression of the extent of supervision received from higher levels and the extent of the supervisor's responsibility for the work produced.

DEGREE D-1 - 25 POINTS

At this level, the supervisor performs only basic supervision, such as ensuring that work schedules are met, the work force is adequate to accomplish assigned tasks, and that adequate equipment and supplies are available for employees. Reviews work in progress or upon completion, explains any special instruction, and ensures that new employees are given proper training to perform the work. Oversees attendance and leave, approves sick and annual leave and vacation schedules, and evaluates the performance of subordinates through the Department and/or joint organization performance appraisal system. Any controversial or disciplinary measures must be referred to higher level supervisors for adjudication.

DEGREE D-2 - 65 POINTS

At this level of supervision, performs the following supervisory functions:

- plans work schedules and sequence of operations on a regular basis for assigned element, ensuring that deadlines are met and that there is an even flow of work;

- revises work schedules to meet changes in workload, including use of overtime when appropriate;

- gives special instructions on difficult or different operations, answering technical questions about the work;

informs higher level supervisors of anticipated vacancies, increases in workload, or other circumstances requiring replacements or additional staff;

informally recommends promotions, reassignments, and recognition of outstanding performance by recommending awards;

- resolves informal complaints of employees that are within their jurisdiction, contacting higher levels of supervision for information and correction of unsatisfactory conditions;

directs on-the-job training for employees and provides back-up skills by cross training;

advise employees of the performance requirements of their positions and keeps them informed individually on progress toward meeting requirements;

holds corrective interviews with employees and refers disciplinary problems to higher level supervision;

- prepares formal evaluations of employee performance;



- explains to employees the main features and general procedures of promotion plans, training programs, and opportunities and seeks answer to more technical questions from higher level supervisors or staff specialists;
- informs employees about the policies, procedures, and goals of management as they relate to the work of the element; and
- informs superiors of employee participation, suggestions, and reactions.

#### DEGREE D-3 - 95 POINTS

Supervisors at this level have authority to plan for and make changes in the organization of work to achieve efficient and economical operations within allowable costs, staffing levels, and policies established by higher levels of supervision. Has the authority to define the standards for the work and to prepare and issue internal instructions and procedures for its accomplishment. In addition to responsibilities for keeping employees and higher level supervisors informed of personnel matters that affect them, supervisors at this level have authority to prepare formal and follow-up actions for most supervisory personnel functions. Also, at this level the supervisor will have a substantial measure of responsibility for the technical soundness of work that they supervise. However, the normal work situation also provides sources to which the supervisor can turn for advice and assistance on the particularly difficult and out-of-the-ordinary technical problems. Provides inputs to supervisors on budgeting requirements of the element based on anticipated workload and production capability. Provides for all of the normal personnel and administrative functions for the element and is usually the supervisory level that provides the primary input for promotions and award recommendations within an organization.

#### DEGREE D-4 - 125 POINTS

At this level of supervision, the incumbent is responsible for supervising an organization through one or more levels of subordinate supervisors. In addition to the authority to make changes in the organization of work within allowable costs and established policies, has the authority to develop plans and schedules for guidance of subordinate supervisors for the accomplishment of work to meet program goals, objectives, and broad priorities established by higher level of management. Is responsible for defining quality standards and internal instructions and procedures, to establish operating guidelines for and to coordinate activities of subordinate supervisors relating to such matters as organizational structure, performance standards, and work review and reporting requirements to achieve goals and objectives of higher management. Has the authority to establish internal guidelines for and to approve, modify, or reject personnel actions of subordinate supervisors. Has full technical responsibility for the work of the organization.

#### DEGREE D-5 - 150 POINTS

Incumbent direct through subordinate layers of supervision the work of a major component of the Activity. Is accountable for developing program goals and plans for the organization independently or jointly with senior managers or their equivalent in a major component of the Activity and is held responsible for the success or failure of programs that have a direct bearing on major activities of the Intelligence Community. Determines resources needs and allocation of resources and accounts for their effective use and the need of organizational changes that have considerable impact on the Activity (e.g., operating costs, key positions, etc.). Sets policy for the organization in

such areas as determining program emphasis and operating guidelines, coordinating program efforts with other key Activity elements or with the activities of other agencies. Delegated authority to subordinate supervisors and holds them responsible for the performance of their organizational elements. Has full and final technical responsibility for the work of the organization and its programs.

E. FACTOR E - SIZE OF WORK FORCE SUPERVISED: This factor indicates the points to be credited for various ranges in the size of the work force supervised. For the purpose of this table, all employees in an element supervised, regardless of whether they are "line" or "staff" positions, should be counted.

<u>POINTS</u>	<u>NUMBER SUPERVISED</u>
35	3 - 11
40	12 - 30
45	31 - 60
50	61 - 90
55	91 - 150
60	151 - 210
65	211 - 280
70	281 - 360
75	361 - 450
80	451 - UP

GRADE CONVERSION TABLE - SUPERVISORY POSITIONS

<u>TOTAL POINTS</u>	<u>GS - GRADE</u>
100 - 119	GS - 05
120 - 139	GS - 06
140 - 164	GS - 07
165 - 184	GS - 08
185 - 204	GS - 09
205 - 227	GS - 10
228 - 249	GS - 11
250 - 289	GS - 12
290 - 344	GS - 13
345 - 394	GS - 14
395 - 444	GS - 15
445 - 494	GS - 16
495 - 544	GS - 17
545 - 600	GS - 18

# CIPMS GRADE BANDS

GS GRADES	BAND 1				BAND 2				BAND 3				BAND 4		BAND 5			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
* PROFESS IONAL & ADMINISTRATIVE	PRE-PROFESSIONAL				ENTRY/DEVELOPMENT				FULL PERFORMANCE**				EXPERT**		SENIOR EXPERT**			
TECHNICIAN	ENTRY				FULL PERFORMANCE**				EXPERT**/**									
CLERICAL	ENTRY				FULL PERFORMANCE**/**													

## NOTES :

\* The grade bands for both Professional and Administrative career paths are identical and depicted together.

\*\* Depicted grade bands for these career paths are not meant to preclude the "dual track" concept. Supervisory and managerial jobs may also be found in these grade bands. First and second line supervisory positions are most frequently equated with the Full Performance band, managerial positions with the Expert band, and executive positions with the Senior Expert band.

\*\*\* Clerical employees nearing or reaching the limit of the top grade band for their career path may, in some cases, be considered for progression by promotion, reassignment, or change to lower grade, after on-the-job development or other training and education, to the Technician or Administrative career paths. Technicians may be considered for similar progression to jobs in the Administrative or Professional career paths.